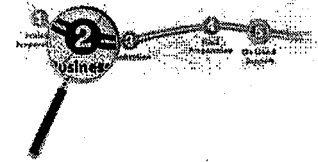*Finding Risk Level*   High

Address-By Date   As soon as possible

A - 80

Project System (PS)

Project Staffing

Increase the Size of the Project Team in PS

Finding	• The subject-matter expert team consists of a single team member from the city controller's office. • It has no representation from the capital improvement project department, which is the primary user of the PS module.
Potential Impact	• Dependence on a single resource will put the project at risk because of the loss of this resource in case of illness, vacation, or leaving the project to accept another position within or outside city government. • Lack of user acceptance of the new processes and tools by the major user group.
Recommendation	• Add an additional resource from the controller's office to gain the knowledge and back up the current resource. • Add two representatives from the CIP division – preferably an engineer and a project manager.
Finding Risk Level	High
Address-By Date	Immediately

Project Planning and Scheduling

Decision to Use Primavera for Project Planning and Scheduling

Finding	• Use of logic in project numbering. • Detailed project planning and scheduling will be conducted in the Primavera system instead of using the elegant resource material planning and scheduling capabilities of PS networks. • Lack of proper change management techniques to mitigate bad decision making as it relates to major issues like project structuring and planning.
Potential Impact	• Use of logic in project numbering will make it difficult to create and maintain project structures.

A - 81
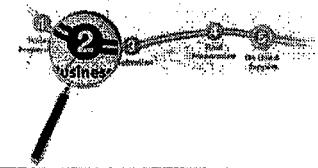
- Maintenance of an additional system that will not provide any additional process or material benefits, virtually double the total cost of ownership (TCO), and drain city funds.
- Adoption and integration of latest project management software with PS – cProjects with Six Sigma Project capabilities and SAP Resource and Portfolio Management (SAP RPM) – will be difficult if not impossible if OneSD continues to use the legacy Primavera software for planning and scheduling.

Recommendation
- Do not use any logic in project numbering and adopt automatic project numbering, which is the best business practice.
- Utilize the full resource and material planning and scheduling capabilities of PS, including networks, which will eliminate the requirement for two-way interface development between PS and Primavera.

Finding Risk Level   High

Address-By Date   Immediately

Functional Specification Documents for RICE-FW

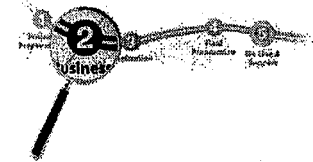### No Functional Documents Available for RICE-FW

Finding   Functional specifications for RICE-FW objects were not prepared – even at a high level.

Potential Impact   Shifting this important requirement milestone entirely to the realization phase will burden that phase and might lengthen it, thereby shifting the go-live date.

Recommendation   Identify and prepare all functional specification documents even at higher level to prevent back-loading the project schedule.

Finding Risk Level   High

Address-By Date   Immediately

A - 82

América's Finest City

THE CITY OF SAN DIEGO

Integration with Other Modules

Integration with FM, GM, FI/CO, AM, and HR Teams

Finding	There are no proper regular integration sessions and meetings with the teams responsible for other modules.
Potential Impact	Since the PS module is a cross-application module, lack of proper integration with other modules and teams will result in an inferior design and inferior processes.
Recommendation	Schedule regular integration sessions with all major functional team leads and resolve the design and process issues with the respective teams on an ongoing basis. The meetings might cover the following:

- FM team for issues regarding the creation of funded program, funding sources, account derivation, availability control, and so on
- CO team for creation of primary and secondary cost elements, internal activity allocation, project cost settlement, activity type, activity price, and so on
- AM team for creation of asset under construction, final asset master data, and cost settlements to these objects
- GM for grant-funded projects and related billing issues
- HR related to internal resources assigned to the project, authorization and security, and so on
- FI team for creation of general ledger accounts, month-end and year-end closing, and so on
- MM team for procurement of materials and external activities, year-end cancellation of unused commitments, and carrying forward remaining commitments and related budgets
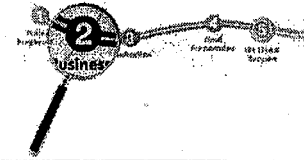
Finding Risk Level	High
Address-By Date	Immediately

Custom PS Report by Funding Source

Custom PS Report for Commitments and Actuals by Funding Source

Finding	Plan to develop a custom report for project commitments and actuals by funding source.

Potential Impact | Decision to go ahead with development without evaluating all the standard reports available in other modules like FM will result in unnecessary expenditures of time and resources.

Recommendation | Explore the standard reports available with FM module to satisfy this requirement before proceeding with custom development.

Finding Risk Level | High

Address-By Date | Immediately

## Overhead Allocation for Projects

Current Labor Rates

Finding | The current plan is to charge projects with labor cost, which is a fully blended cost, including fringe benefits and building-related costs.

Potential Impact | Project reporting for overhead expenses will be impossible because it is included in the labor cost as a single line item entry.

Recommendation | Consider charging labor and overhead rates to the project separately.

Finding Risk Level | Medium

Address-By Date | As soon as possible

Split-Funding Requirements for Project Expense Line Items

Split-Funding Functionality

Finding | The project is evaluating custom development to meet the project's multifunding requirements.

Potential Impact | Custom development is costly and might run the risk of extending the project schedule.

Recommendation | Evaluate the split-funding function available in the FM module to meet this requirement.

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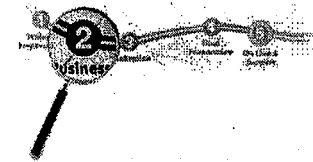
Finding Risk Level   Medium

Address-By Date   As soon as possible

Appropriation Request for Capital Projects

Investment Management for Planning and Execution of Appropriation Requests

Finding

Processes for appropriation request planning and execution are manual.

Potential Impact

- Aggregation of multiple projects within a program is difficult
- The current process is labor-intensive and lacks the capabilities of high-level evaluation and reporting for competing requests for project funding
- Creation of settlement rules for capital projects and the related asset under construction master data is manual and labor-intensive

Recommendation

- Use the investment management (IM) module to organize projects in a hierarchical structure representing a program
- IM holds data at a summary level with an ability to drill down seamlessly into PS for transaction-level details, which will significantly accelerate performance in large programs
- Any delivered PS report can be run for an investment program node as well as providing reporting criteria for other reporting tools such as the SAP NetWeaver Business Intelligence component
- IM offers functions for automatic creation of settlement rules and asset under construction master data

Finding Risk Level   Medium
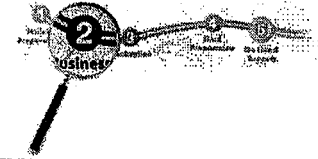
Address-By Date   As soon as possible

Project Billing

Resource-Related Billing

Finding

During the workshop session with the PS team, it was stated that OneSD has no current requirements for

A - 85

project billing. However, during the integration session, it came to our attention that there is a requirement for project-related billing for grant-funded and other reimbursable projects.

Potential Impact
- Lack of proper evaluation of project billing requirements will result in an inferior project structure design and processes.
- Lack of coordination with other modules like FM and GM will result in rework during the realization phase.

Recommendation   Consider implementing resource-related billing functionality with the sales and distribution (SD) module to meet this requirement.

Finding Risk Level   Medium

Address-By Date   As soon as possible

## Project Team Member Training

Project Team Member Training

Finding   Project team member training is inadequate.

Potential Impact   Inadequate training of key project team members will result in inferior design decisions.

Recommendation   Consider providing adequate PS training for key subject-matter experts of the team.

Finding Risk Level   Medium

Address-By Date   As soon as possible

Budgeting for Projects – PS or FM Budget

Budgeting in FM with Funded Program Equal to the Project Amount

Finding   Current design uses budgeting in FM only and not in PS.

Potential Impact   Lack of budgeting in PS will result in losing a key project management control function.

Recommendation   Consider using the budgeting function in PS, taking into consideration the following distinct (timing) differences in

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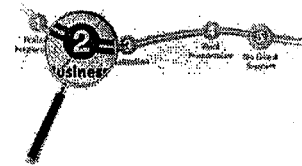
updating FM and PS budgets which will have obvious differences between PS and FM availability control and reporting:

- The PS budgeting process is based upon commercial, accrual-based accounting. Budgets are committed when the expenditure is scheduled to occur. All PS budgeting functions, including availability control and reporting, are based upon this premise.
- FM in SAP ECC 6.0 is based upon the government premise that funds are committed at the time of the purchase order regardless of the scheduled performance date.

For accurate project reporting related to budgeting, you should rely on FM. Project budget reports may be used for detailed operational purposes for various levels of the project.

Differences between the FM and PS budget reports can be reconciled for the timing differences of the PO items.

Use this function with caution and proper education and training on the distinct differences of updating in FM and PS budget. However, the overall benefits of using the budgeting feature in PS will far outweigh the differences and will serve as a good project management and control tool for the project managers.

Finding Risk Level	Medium
Address-By Date	As soon as possible

Year-End Activities for PS

Year-End Activities in PS Not Identified

Finding	The current design has not identified the requirements for year-end activities for PS.
Potential Impact	Lack of year-end processes will result in incorrect budget and commitment amounts for projects for the new year.
Recommendation	Consider the transactions for closing out unused commitments and carrying the remaining commitments

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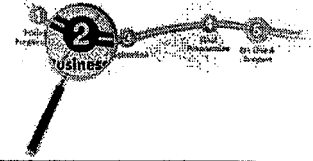
and related budgets for the projects forward to the new fiscal year. That will be in addition to the normal month-end activities for PS.

Finding Risk Level   Medium

Address-By Date   As soon as possible

A - 88
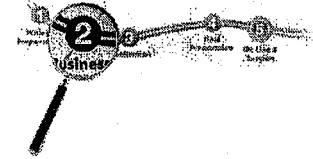
Human Resources – Time Management (TM)

FMLA Workbench

Ownership

|	
Finding	Ownership needs to be taken to determine the process for design of the Family and Medical Leave Act (FMLA) workbench.
Potential Impact	If any employee wants to get FMLA, the City has to work manually to determine if the employee is eligible for FMLA. By facilitating this process in SAP software, the FMLA workbench will automatically decide if the employee is eligible for FMLA.
Recommendation	• Consider utilizing the FMLA Workbench to decide employee eligibility for FMLA. • Communicate with the City and the HR team to learn the advantages of the FMLA workbench. • Take ownership to facilitate the process.
Finding Risk Level	Medium
Address-By Date	Before realization

Leave Balances

Leave Balances

Finding	The City does not want employees to a enter leave request that causes a negative quota balance, but employees want to request leave before the quota is earned.
Potential Impact	Unable to complete configuration for leave quotas.
Recommendation	• Discuss this question with the City to facilitate the process and find a work-around. • Standard SAP functionality recommends and supports negative quota balances. By the end of the year, the number could be positive as an employee reaches the quota.

A - 89
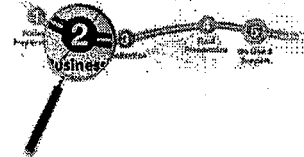
Finding Risk Level	High
Address-By Date	Before realization

Cross Application Time Sheet (CATS)

CATS

Finding	The functionality for transferring data from CATS to CO has not been defined.
Potential Impact	▪ Ability to transfer data from CATS to CO will be unavailable. ▪ Cost allocation will not be determined.
Recommendation	▪ Define integration between HR and CO. ▪ Ensure that the business process clearly defines the data elements to be transferred.
Finding Risk Level	Medium
Address-By Date	Before realization

End-User Training

Training

Finding	End-users training plans must be finalized upon completion of the blueprint to support the 10,500 employees who will be entering time, absences, attendances, overtime, and so on into CATS. Because the employees are new to the functionality, it is critical that they understand and analyze the workflow.
Potential Impact	Without a finalized training plan, timely delivery and completion of end-user training will be at risk, resulting in incorrect entry of time and incorrect labor costing.
Recommendation	▪ Finalize the end-user training plan upon completion of the blueprint. ▪ Ensure that the end-user training plan outlines the time entry and time approval processes for employees, supervisors, and managers to avoid any discrepancies during time entry or the approval process.

Finding Risk Level	High
Address-By Date	Upon completion of the blueprint

Authorizations

Authorizations

Finding	Authorizations for who will create, change, and view employee data have not yet been determined.
Potential Impact	Any employee could have access to change data, which would affect employee's payroll data.
Recommendation	Decide who will have authorization to change, create, and view employee data.
Finding Risk Level	High
Address-By Date	Early in realization

RICE-FW

RICE-FW

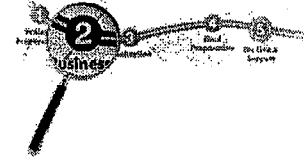|	
Finding	Reports, interfaces, conversions, enhancements, forms, and workflows (RICE-FW) objects are not yet finalized. Some have been identified, but action is needed to finalize them.
Potential Impact	▪ All required RICE-FW objects might not be identified and approved for development. ▪ The objects might be needed to develop a report for pay-in-lieu.
Recommendation	Communicate with personnel to finalize the RICE-FW objects that will be required.
Finding Risk Level	High
Address-By Date	Before realization

A - 91

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Pay-In-Lieu and Selling Comp Time

Pay-In-Lieu and Selling Comp Time

Finding	Currently, employees can request pay-in-lieu, taking leave, or comp time by entering a request on their time card. There is a large volume of requests. Payroll has concerns that because the process is very simple for the employee, the new process might prove to be more cumbersome for the employee.
Potential Impact	Putting this type of request through CATS would create a disproportionate number of reports.
Recommendation	Have employees make these requests with a custom process that is similar to a leave request.
Finding Risk Level	Low
Address-By Date	Before realization

Work Schedule

Work Schedule

Finding	Work schedules that are captured are sufficient to satisfy requirements.
Potential Impact	Represents the actual working time and deviations from actual working time.
Recommendation	None
Finding Risk Level	None
Address-By Date	None

LTD and STD Plans

LTD and STD Plans

Finding	LTD plans that are captured are adequate. The STD plan (identified as industrial leave) has enough information to satisfy requirements.
Potential Impact	Determines illness quota when an employee is entitled

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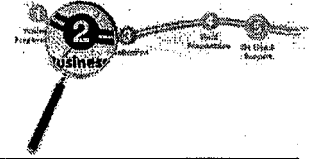
to sick days.

Recommendation	None
Finding Risk Level	None
Address-By Date	None

Human Resources – Payroll

Negative Leave Quota Balances

Negative Leave Quota Balances

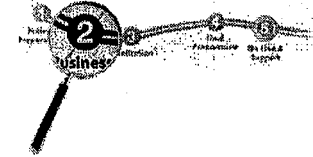|	
Finding	The City does not want employees to enter leave requests that result in negative quota balances. However, employees need the means to request future time off before the quota is earned.
Potential Impact	Unable to complete configuration for leave quotas.
Recommendation	Meet with the appropriate personnel and consulting to determine an alternate method or to allow negative leave quotas.
Finding Risk Level	High
Address-By Date	Before realization begins

Dependence on the Financial Project

Coding Block for Payroll Posting

Finding	Coding block for payroll posting has not been finalized.
Potential Impact	Payroll posting attributes are defined and configured during realization. If the attributes are not finalized before the end of realization, reconfiguration and additional unit testing might be required that can affect the project schedule.
Recommendation	▪ Confirm the data elements of the coding block as soon as possible in the FI project. ▪ Place the posting to FI configuration tasks in the project plan after the other payroll configuration is complete.
Finding Risk Level	Medium
Address-By Date	Before realization is complete
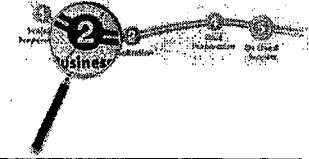
Authorizations

Ownership of Data

Finding	The ownership of the different parts of HCM data has not been decided.
Potential Impact	The ownership of the different parts of HCM data will be the foundation for authorizations. Ownership will determine who has access to create, change, and view employee data.
Recommendation	This decision must be made by the personnel at the City of San Diego. Consulting will assist in this process, but the final decision rests with the City of San Diego.
Finding Risk Level	Medium
Address-By Date	Before parallel processing begins

Training

Training Plan

Finding	The project team training plan for the City of San Diego personnel who will be responsible for configuration has not been defined.
Potential Impact	Without training, the city's personnel focus on learning the configuration rather than on making decisions on how to configure so that the City of San Diego enjoys the most benefits.
Recommendation	Schedule payroll configuration classes for the personnel who will be assigned to configuration tasks.
Finding Risk Level	Medium
Address-By Date	Before realization begins

Payroll Specialist Training

Training Plan

Finding	The training plan for the City of San Diego payroll

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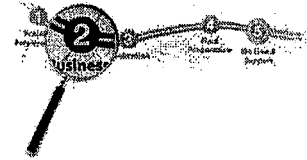
specialists has not been developed.

Potential Impact	Without training, the city's personnel are unable to support payroll processing.
Recommendation	Develop a payroll training plan for the City's payroll specialists and payroll department employees so that they will receive training at the appropriate time.
Finding Risk Level	Medium
Address-By Date	By the start of integration testing in realization

Family and Medical Leave Act (FMLA)

End-to-End FMLA Process

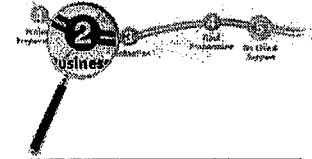|	
Finding	There has been difficulty determining the end-to-end process for FMLA. The City and the departments need to come together to determine the process.
Potential Impact	Payroll can and is prepared to address FMLA from a system perspective. However, the design cannot be completed until the process is determined.
Recommendation	▪ Meet with the appropriate personnel to define and develop the FMLA requirement within HCM. ▪ Once defined, document the FMLA business processes to ensure that they are accurate and clearly understood.
Finding Risk Level	Medium
Address-By Date	Before realization begins

Earliest Retrocalculation Date

Definition of Retrocalculation Date

Finding	There is no limit on how far back retroactive changes can be made. The City hopes for the fiscal year – at least for time entry. Labor relations suggests allowing two years (because of moving an employee to benefit-bearing status based on the number of weeks or hours

A - 96

worked to qualify from part-time and non-benefit bearing status).

Potential Impact	Length of the payroll processing run.
Recommendation	Meet with the appropriate personnel to determine the correct retrocalculation period for the City of San Diego. This is a customer decision: retrocalculation in SAP software will accurately recalculate any number of periods. However one year should be the maximum because that date will reduce processing time for each payroll period. Using employee InfoType 0003, the payroll manager can allow and control exception processing beyond one year.
Finding Risk Level	Medium
Address-By Date	Before go-live

Payroll and Benefit Integration

Integration

Finding	Configuration of the benefit plan is being planned and documented.
Potential Impact	Processing of employee and employer matching deductions.
Recommendation	Hold periodic meetings to ensure that payroll and benefits are meeting the same expectations.
Finding Risk Level	Low.
Address-By Date	Start of integration testing

Go-Live Approach

Timing of Go-Live

Finding	There is concern that the FI go-live is too close to the HCM go-live: that the FI system will not be stable before payroll starts posting to it.
Potential Impact	An inability to report payroll processing results.

A - 97
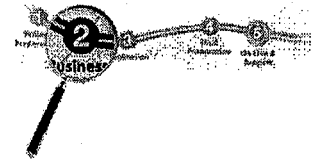
Recommendation	▪ Monitor the issue in status meetings leading up to the go-live and make the final go or no-go decision on the planned implementation date.
	▪ The first pay period in January is the first choice for the go-live. However, if this date is missed, the next date should be the first pay period of the second quarter, because the quarterly totals are accumulated in YTD accumulators and the beginning QTD totals are cleared. Midquarter dates should be avoided because of the complexity of the weekly, monthly, quarterly, and annual balances and the impact on W2 reporting at year-end.

Finding Risk Level	Low
Address-By Date	Before go-live

Blueprint

Completeness of Blueprint

| Finding	The blueprint does not contain details of the to-be process or functional specifications for RICE-FW objects. Details on the to-be business processes and functional specifications are typically a part of the blueprint in ASAP methodology.
Potential Impact	▪ An incomplete blueprint will negatively affect follow-on phases.
	▪ Scope will be difficult to maintain.
	▪ Realization will take longer, with significant problems occurring during testing.
Recommendation	Update the blueprint document to provide the additional detail on the to-be business processes.
Finding Risk Level	Medium
Address-By Date	Before final sign-off on blueprint
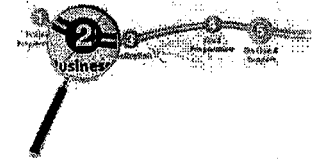
Human Resources – Personnel Administration (PA) and Personnel Development (PD)

## Personnel Enterprise Structure: Personnel Areas and Subareas

Employee Group, Subgroups, and Payroll Area

|	
Finding	- No design for personnel areas has been approved. There are currently two options for the personnel areas: one with 196 areas and one with 70 areas. Axon is waiting for approval of one of the options from project management. The suggested option is number two with 70 personnel areas. - Personnel areas are the guiding structure for SAP ERP HCM and should be configured first in the IMG. - Personnel subareas, employee groups, and subgroups will support City of San Diego business processes. The design for personnel subareas was completed, clearly documented, and should meet the business needs of the City of San Diego. - No decision on the structure of payroll areas has been made. Payroll areas were designed and documented and are awaiting approval from project management.
Potential Impact	- Delay of the realization phase. Personnel areas and personnel subareas affect the configuration of all modules of SAP ERP HCM. Rules and eligibility of benefits, time, and payroll rely on them. - Changes to the personnel area and personnel subareas will result in incorrect configuration of other modules. Changes to the areas will result in rework in configuration and could produce incorrect testing results. - Personnel areas and personnel subareas are the components used for rules and eligibility in authorizations, benefits, time, and payroll. - Personnel areas and personnel subareas are used to ensure that all processes will be adequately integrated. - Personnel areas and personnel subareas will be used between each module of SAP ERP HCM for security, employee master data information, time rules, payroll rules, and benefit eligibility.

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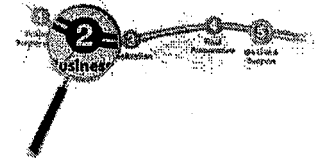
Recommendation
- Approve and use option 1 as provided by Axon. This option provides for 70 personnel areas instead of the original 196.
- Review option 1 to ensure that personnel areas cannot be combined.

Finding Risk Level   High

Address-By Date   Before realization begins

Employee Master Data

Employee Master Data

Finding
- Legacy systems maintain their own sets of master data. Benefits, personnel, and payroll each has a separate set of employee master data.
- No strategy for the cleansing of data to be loaded into SAP software has been defined.
- Incomplete employee master data. Updates to employee master data such as middle name or initial, dependent and beneficiary information, verification of addresses, date of birth, and gender are incomplete.
- Ownership of data. Benefits, personnel, and payroll each control their own system of master data. A decision on the processes of who will maintain employee master data has been partly approved. Example: which department will be responsible for tax information?
- Standard SAP E-Recruiting does not appear to meet the City of San Diego's business practice. There are no plans developed for how to handle this process.
- Employee master data is to be populated during the hiring action by SAP E-Recruiting. Business processes are being designed to use SAP E-Recruiting, and to date no decision has been made on customization of the standard SAP E-Recruiting application.
- No decision on hire date or conversion date. Using hire date will be an issue because there will not be an organizational structure or jobs and positions created back to different hire dates. Conversion date would allow for the hiring of all employees with a standard date and the original hire date can be captured on InfoType 0041 – date specifications.

Date: 06/23/08

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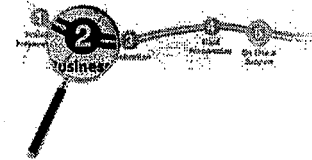
Potential Impact	▪ Incorrect information converted into SAP software. ▪ Dependent information required to complete benefit conversion. ▪ Longer conversion and correction of data at go-live.
Recommendation	▪ Use payroll data to load employee master data and deductions. ▪ Initiate a team to begin data cleansing. ▪ Update information from employees and complete it. ▪ Contact another SAP implementation for guidance on implementing SAP E-Recruiting immediately. This process must be documented before completion of blueprinting. ▪ Convert employees using conversion date and store original hire date as well as any other dates on InfoType 0041 – date specifications.
Finding Risk Level	High
Address-By Date	As soon as possible

Organizational Management

Organizational Units, Jobs, Positions, and Structure Maintenance

Finding	▪ Organizational management blueprint not completed or approved; the document is being presented to each department for its input on designing the organizational structure. Axon is waiting for this to be completed and then approved by project management. ▪ Organizational units are based on the supervisor level. None have been provided with complete information. ▪ Jobs and positions will be created as mandated by the classifications. ▪ Ownership of structure maintenance needs a decision. Because security can be based on the organizational structure, maintenance should be a centralized process. No decision on the department to handle ownership has been finalized.
Potential Impact	▪ The size of the organizational structure will make it

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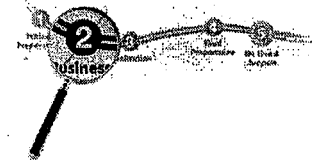
difficult to maintain.

- It must be completed before approval of blueprint documentation.

|	
Recommendation	Have the business process owner review the decision on the organizational structure and the steering committee approve it. This design will affect security, workflow, and reporting,
Finding Risk Level	High
Address-By Date	Before realization begins

SAP Employee Self-Service and SAP Manager Self-Service

SAP Employee Self-Service and SAP Manager Self-Service

Finding	- SAP Employee Self-Service and SAP Manager Self-Service blueprint not approved. The blueprint for SAP Employee Self-Service and SAP Manager Self-Service was completed for what information that was to be processed using SAP Employee Self-Service and SAP Manager Self-Service, but the project team is waiting for information on customization of SAP E-Recruiting. - Using standard SAP Employee Self-Service and SAP Manager Self-Service. Employees will enter time, enroll in benefit plans, and update their own master data via SAP Employee Self-Service. Managers will use SAP Manager Self-Service to manage their employees. - SAP Employee Self-Service to be used to allow dependents to sign on to SAP Employee Self-Service using employees' IDs and passwords. - Benefit representative will have an ability to sign on to SAP Employee Self-Service using employees' IDs and passwords - Complete blueprinting to show how employees will receive information on ID and password - No decision on who will own forms. The City's Web site currently has the forms. - No process flow on creation of user IDs and passwords.
Potential Impact	Employees will enroll in benefits through SAP Employee Self-Service. Concern regarding the

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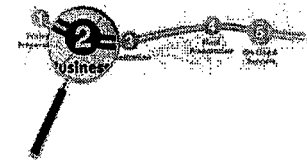
eligibility rules surrounding participation and deduction dates.
- Blueprint indicates an ability for dependents of employees to sign on to SAP Employee Self-Service using employees' IDs and passwords. This approach violates privacy information.
- An incomplete decision and documentation could hinder the completion of blueprint for SAP Employee Self-Service and SAP Manager Self-Service.

Recommendation
- Ensure that only employees use SAP Employee Self-Service. Benefit representatives as well as the personnel and payroll departments will use the standard SAP software for viewing and maintaining employee records.
- Provide a link to the City's Web site for forms information to lower development time on recreating forms. Consider the use of SAP Interactive Forms software by Adobe.
- Document all process flows within SAP Employee Self-Service and SAP Manager Self-Service. Do you need to clarify all of them or only the processes specific to SAP Employee Self-Service and SAP Manager Self-Service?
- Research and test the enrollment and updating of benefits through integration with payroll.

Finding Risk Level   High

Address-By Date   Completion of blueprint

System Architecture (RICE-FW)

Reports, Interfaces, Conversion, Enhancements, Forms and Workflow

Finding
- Functional specifications were not developed as a part of the blueprint.
- A list of potential RICE-FW objects was provided at the time of the Review. The list is as complete as possible until completion of the blueprint documentation. Forms and interfaces have been identified based on current documentation, but no documentation was provided on the actual layout of the forms. No specifications from the providers were documented for the interfaces. The list will likely be

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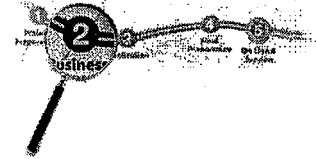
revised upon the completion of the HCM blueprint. ·
- City of San Diego team members have provided documentation for the needed forms.
- City of San Diego team members have provided information for current interfaces but have not received the specifications needed for all interfaces.
- No documented conversion approach in place for the conversion of HCM data. There appeared to be a general idea on the approach to convert HCM data. However, until an approach is documented that outlines the data sources, departments involved, and other key conversion aspects, no comprehensive list of conversions can be established.
- Workflow: not all business processes have been completed, which means that no complete list of workflow items can be developed.
- Workflow approvals will be a change for managers, perhaps leading toward a backlog in the approval inbox.
- Project manager and finance to review current RICE-FW list.
- Work-around needed for union agreements allowing employees to bid for leave time (before it is actually accrued).

Potential Impact

- Incomplete listing of RICE-FW items required will negatively affect the project scope and could result in inaccurate estimations of the development hours required.
- No knowledge of what is expected.
- No representation of personnel in the RICE-FW review could result in incorrect information being presented to the development team.

Recommendation

- Assign a person the responsibility of monitoring and maintaining RICE-FWs.
- Complete blueprint documentation.
- Consider the creation of a mapping of all business processes that will require workflows as well as enhancements.
- Complete a gap analysis document.
- Develop a comprehensive conversion approach.

Finding Risk Level   High

Address-By Date   Before realization.

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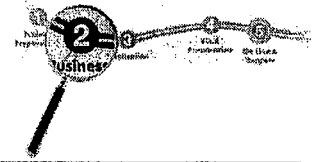
Benefits

Processes, Interfaces with Providers, Reports and Integration

Finding

- Benefit blueprint was not completed or approved.
- Employees will enroll in benefit plans via SAP Employee Self-Service. The concern here is that the timeline for benefit eligibility is not the current date. Additional configuration will need to happen in SAP Employee Self-Service to enroll employees with the correct eligibility and participation date.
- No dependent information available currently. The benefit module requires dependent information to enroll an employee in any medical plan other than employee-only coverage.
- Advance pay for benefit plans. This is no standard functionality within SAP software. A custom solution will need to be developed and completely tested. The custom solution will have to be retested during any update to the SAP software.
- Creation of invoices to prepay for benefit plans. Creating invoices is not a standard benefit process within SAP ERP HCM. Benefit deductions are processed through payroll. How will the City of San Diego process invoices through finance and show correct information that is processed to payroll correctly on an employee's W2?
- Different eligibility dates for same plan. Eligibility for each benefit plan is configured through the IMG and each plan has one eligibility timeframe. Example: 30 days from hire date. Current process has employee eligibility at 30 days, but if an employee does not want to prepay, then eligibility is 60 days. This process will involve customization or a manual process. Using manual processes bypasses the rules and eligibility configured within SAP software.
- Benefit participation based on hours worked in a pay period. This approach will complicate maintenance of benefit plans. If an employee does not work the required hours in a particular pay period, the benefits are terminated. If an employee works the required hours in the next pay period, the benefits are reinstated. This need is planned as a manual process: it is a bad idea because employees currently pay for their benefit plans in advance and will have already paid for benefit plans that are being
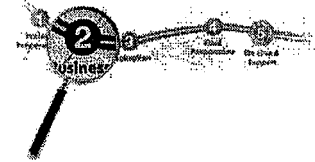
terminated.

- Unions could have different medical providers. During configuration of benefit plans in the SAP IMG, the only requirement will be additional plans, with the rules and eligibility linked to each union. This process has been identified within the blueprint documentation.

Potential Impact

- Standard SAP software allows for payroll deductions based on eligibility of benefit plans.
- Benefit module does not invoice employees for benefit deductions but processed them through payroll.
- Manual intervention will be required to allow for two eligibility rules: 30 days or 60 days.
- Advance payment deduction taken in June will pay for July premiums. Termination rule is that employees' benefit coverage is terminated at the end of the month in which termination occurs. Employee has paid for the extra month in advance.
- Hours worked eligibility. Employee has already paid for a month in advance. Process needed to refund advance payments.
- Incorrect benefit deductions and payments within the benefit module if invoices and payment occur outside of payroll.

Recommendation

- Create a user exit to allow for the deductions to be taken prior to eligibility or participation date. This approach will also affect interfaces to providers.
- Process all benefit deductions through payroll. That will ensure all that W2 information is correct. If an employee is in a pretaxed plan, payments to the plan will be pretaxed. Allows for accurate reporting through standard reports.
- Standardize eligibility rule to 30 days
- Perform further research, development, and intensive testing on both termination rules and hours worked rules as key areas during realization.

Finding Risk Level   High

Address-By Date   As soon as possible

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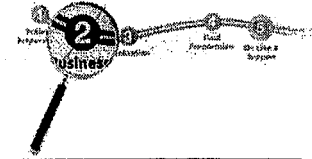
Integration

Integration Between Personnel Administration, Time, Payroll, SAP Employee Self-Service, and SAP Manager Self-Service

Finding

- No clear understanding of integration and the affect it will have on to-be business processes.
- There appeared to be issues with sharing information among teams. For example, business processes between modules of SAP software was not defined.
- Minimal cross-module integration of business processes has occurred. Examples: once an employee has been hired, who will complete the security needed for the use of SAP Employee Self-Service? How will the benefit department know when an employee has enrolled in a benefit plan? How will advance benefit deduction be taken during the payroll process?
- Ownership of processes: the current business process is for benefits, payroll, and personnel have their own separate database. They do not share information. SAP software has one set of employee master data that requires the sharing of information. A decision must be made on which department will handle each of the day-to-day business process in the life cycle of an employee. This decision will ensure that the documentation in the blueprint will be correct and that any needed workflows will be documented.
- The team lacked a complete understanding of SAP Employee Self-Service for master data, payroll, and benefits.

Potential Impact

- The City would not use the best business practices.
- Lack of communication between departments.
- Ownership of the business processes.
- Because there is no current design for SAP Employee Self-Service for the City, the project team cannot see that when an employee updates information in SAP Employee Self-Service, the information is automatically updated within the employee master data in the HCM system. Example: an employee updates tax information. Does this update happen immediately or for next payroll period? Employees will have user IDs and passwords, but what is the process for changing

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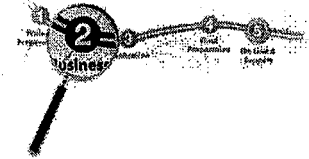
personal information during a life-change event, such as name change, dependent information, changes to benefit plans, and tax information? These types of changes will affect an employee's paycheck.
- Because SAP Employee Self-Service updates current information, a solution will be needed for pay-in-advance for benefit deductions.

Recommendation
- Hold integration meetings with project team members and subject matter experts in each department. Sample topics include the following: How does the enterprise structure work for benefits? Was the enterprise structure configured to ensure that time rules calculate properly? Have time work rules been designed to pay an employee through payroll correctly?
- Talk through the integration between each module, which will help identify other processes that might have been missed.
- Ensure that all teams meet to discuss their own configuration decision so that it will meet the needs of the other integrated modules of SAP software.

Finding Risk Level   High

Address-By Date   As soon as possible

Conversion Plan

Conversion Plan for Implementation of SAP ERP

Finding
- No complete or comprehensive conversion plan
- No decision on legacy systems to be used for conversion
- No data cleansing planned

Potential Impact
- Planning for time and resources to be allocated
- Incorrect data converted
- Data cleansing is a timely process and will require additional resources

Recommendation
- Check that all data fields required for input have been filled.
- Check that data fields are in the correct format.
- Check that numbers are in the standard format. No

A - 108

commas or other characters are allowed.
- Decide on conversion date or hire date.
- Decide on loading historical data
- Cleanse data cleansing and complete missing information. This is a time-consuming process.
- Note that specific sequence conversion of InfoTypes is a requirement. Example: planned working time (InfoType 0007) must be completed before basic pay (InfoType 0008).
- Allocate time and resources to complete and verify conversion data.

Finding Risk Level   High

Address-By Date   As soon as possible

Testing Plan

Testing Plan for implementation of SAP ERP

Finding   Incomplete structured testing plan.

Potential Impact   Delayed go-live.

Recommendation
- Consider engaging a testing manager.
- Identify scenarios for all areas: personnel administration (PA), benefits (BN), time (TM), payroll (PY), SAP Employee Self–Service, and so on.
- Estimate the time for scenario testing by scenario.
- Establish detailed scenarios by date, time, and person.
- Create a detailed error-correction procedure.
- Plan loading and reloading of base test data.
- Test all aspects of SAP ERP HCM.

Finding Risk Level   High

Address-By Date   As soon as possible

Allocation of Resources

Allocation of Resources from SAP ERP

Finding
- Incomplete plan for allocation of resources after the go-live implementation.
- Subject matter experts are full-time on the project,
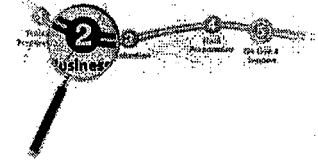
but the current plan is for them to return to their
original positions once the project ends.

Potential Impact
- No SAP subject matter experts to support the City of
  San Diego on SAP software.
- Retraining of personnel not involved in the decisions
  made during the project. Personnel will not be ready
  to support SAP software.

Recommendation
- Design a plan for system support immediately.
- Begin a comprehensive training program.
- Involve personnel in key decisions.

Finding Risk Level   High

Address-By Date   As soon as possible

A - 110

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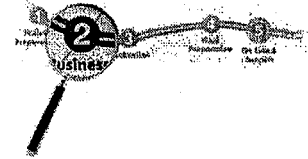
Project Review

Project Resources (1)

### Involvement of Extended Team Members

Finding	Over 100 subject matter experts (SMEs) and end users participated in blueprint workshops. This level of involvement by extended team members is planned for subsequent phases of the project (testing and end-user training [EUT]).
Potential Impact	■ End user buy-in and acceptance are best facilitated by engaging the end-user community throughout the implementation. ■ Validation of key realization phase activities. Such as testing and EUT, will help ensure quality and effective execution of business processes.
Recommendation	Coordinate with the change management team to communicate regularly with extended team members on upcoming project milestones and events, especially where their involvement will be needed.
Finding Risk Level	None
Address-By Date	None

Executive Steering Committee (ESC)

Finding	The executive steering committee (ESC) supports the successful implementation of OneSD. ESC meetings are held twice a month. Axon leadership attends the ESC meetings once a month. SAP leadership does not participate in the ESC meetings. No design issues had been escalated to the ESC at the time of the Review.
Potential Impact	ESC support is a critical success factor for an implementation of enterprise resource planning (ERP) software. The potential resistance of an organization to change is often the biggest hurdle to implementing an integrated solution. Executive support provides the necessary leadership to help the organization change.

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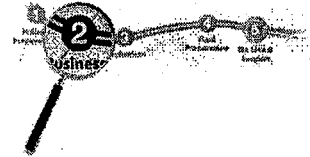
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Recommendation	▪ Include SAP participation in ESG meetings to facilitate collaboration among CoSD, Axon, and SAP. ▪ Review the blueprint and change impact analysis to determine if any ESG support might be needed to assist with the process changes.
Finding Risk Level	None
Address-By Date	None

Project Resources (2)

Part-Time SME Involvement

Finding	▪ Several SMEs work on the project only part-time.
	▪ The actual time commitment of CoSD and DPC resources does not reflect the resource requirements outlined within the SOW. The SOW appears to be adequate, requiring each functional area to have at least a full-time SME from CoSD or DPC. Although the SOW does not specify resource requirements down to the department level, the team appears to have had regular engagement from other CoSD resources external to the project team.
	▪ For the most part, the project organization chart is aligned with the resource requirements in the SOW. A review of the project organization chart highlighted the following missing SME roles:
	   o FM
	   o PS
	   o SAP Employee Self-Service and SAP Manager Self-Service
	▪ The project does not maintain a resource plan that outlines:
	   o Current and future resources
	   o Role(s) that each resource fulfills
	   o Proposed start and end dates
	   o Time commitment of each resource
	▪ Thus, identification of any CoSD and DPC resource deficiencies is impossible.
	▪ Part-time SME involvement can be supported during the blueprint phase, because the key activity being executed is blueprinting. In the realization phase however, SMEs will be required to support multiple work streams (configuration, testing, EUT, and change impact identification).
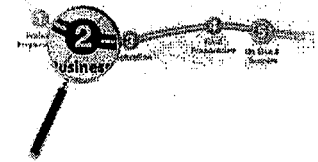
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Potential Impact	▪ There is no visibility into potential resource shortages or overages. ▪ Deliverables and milestones might not be completed as scheduled where a resource shortage exists.
Recommendation	▪ Create a OneSD resource plan that outlines: ▪ Current and future resources ▪ Role(s) that each resource fulfills ▪ Proposed start and end dates ▪ Time commitment of each resource ▪ Have a member of the project management office (PMO) team be responsible for the establishment and regular review and update of the OneSD resource plan. Include regular updates to the project organization chart. ▪ Review the identified missing roles and confirm if the SME support is adequate. ▪ Continue to engage extended team members, ensuring that there is representation from each department for key realization phase activities such as testing and EUT.
Finding Risk Level	Medium
Address-By Date	Early in realization

Project Resources (3)

PMO Structure and Function

Finding	▪ The PMO team consists of several leaders: no one is actually responsible for specific tasks. PMO team members have not been assigned key functions of a PMO. Key functions of a PMO include:
	  o Change control and scope management
	  o Cost and performance management
	  o Project-team communication
	  o Project schedule management
	  o Resource plan management
	  o Project standards and procedures
	  o Issue management
	  o Risk management
	▪ The ineffectiveness of the OneSD PMO is largely a result of the lack of assignment and fulfillment of the key PMO functions noted above.

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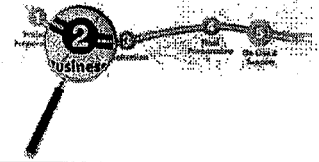
- Based on the OneSD organization chart, a five-person PMO team appears to be adequate to support a team of 90–150.

Potential Impact   Project scope, cost, schedule, and performance are at risk, resulting in scope creep, cost overruns, schedule delays, and an under-performing project.

Recommendation
- Assign PMO functions to a specific member of the PMO team and include a backup resource.
- Have project management review each key activity assigned to the PMO weekly (at least).
- Consider engaging a resource with Microsoft Project experience to manage the project schedule on a full- or part-time basis.
- Review the processes and standards associated with the PMO functions and revise them to facilitate effective management of the multiple work streams to be executed in the realization phase.
- Leverage the expertise of the certified Project Management Professionals (PMP) within the PMO team.
- Access SAP Solution Manager and review the ASAP methodology and associated templates for key work products and deliverables.

Finding Risk Level   High

Address-By Date   As soon as possible

Methodology (1)

Implementation Strategy

Finding
- The implementation for finance was scheduled for 12 months and the go-live for HR was scheduled for 30 days after finance.
- A 12-month big-bang implementation strategy for an organization that is new to an ERP implementation and the size of CoSD is aggressive and risky.

Potential Impact
- The project will not go live on schedule and could have cost overruns to account for overtime and resource additions to keep the project on schedule.
- If the project moves forward with this strategy, poor system quality and inefficient business processes

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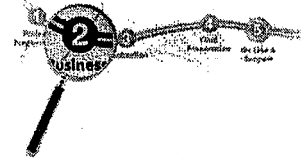
might result.

Recommendation	▪ Revisit the big-bang implementation strategy. ▪ A staggered go-live for finance first, followed by human resources, is a sound approach. Plan the go-live for payroll at the end of a quarter or fiscal year. The go-live for payroll should be at least four months after finance. That will allow time for finance to stabilize and minimizes the risks of incorrect financial information within HR. ▪ The implementation strategy should align with CoSD business drivers and risk tolerance. ▪ Document the revised implementation strategy.
Finding Risk Level	High
Address-By Date	Before realization

Methodology (2)

Postproduction Support Strategy

Finding	No postproduction support strategy has been developed. The role of CoSD and DPC resources in the realization phase must be established. It has not been determined who will be responsible for receiving knowledge transfer on configuration of SAP software. This decision is ultimately coupled with the strategy for postproduction support. Will support be outsourced, provided by DPC, or by a combination of SMEs from CoSD and DPC?
Potential Impact	▪ Knowledge transfer will not occur with the appropriate resource. ▪ Resources might not receive the required project-team training to fulfill roles successfully within subsequent phases of the project.
Recommendation	▪ Establish a postproduction support strategy. Identify roles that might be needed in the support organization. Identify roles that CoSD SMEs and DPC SMEs will fulfill. Note: Support organization roles must be reviewed and will likely be updated once the support organization is finalized in the final preparation phase. ▪ Schedule the required training outlined within the project-team plan.

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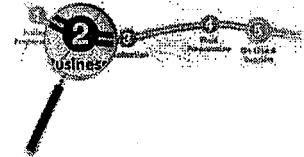
Finding Risk Level   Medium

Address-By Date   Early in realization

Project Management Processes

### Project Schedule Management

Finding
- The project does not have a comprehensive project schedule that outlines key project milestones.
- The project start was delayed a month due to the San Diego fires. The project timeline was not revised to incorporate the delay, resulting in an 11-month timeline. Based on interviews, the team has spent five to six months developing the blueprint, from mid-November 2007 to April/May 2008. Using an 11-month timeline, OneSD has six months to complete the realization and final preparation phases.
- A review of several project schedules validated that a go-live on October 1 cannot be achieved. Six different project schedules are compressed into a single ZIP file. Each project schedule has a different go-live date with different start and end dates for each phase. Each project schedule appears to be a snapshot in time that does not reflect dependencies and critical path determination. As a result, a true depiction of where the project is in accordance with the project schedule cannot be determined.
- The project schedule is not reviewed and maintained on a regular basis.

Potential Impact
- The lack of a comprehensive project schedule that is regularly reviewed will negatively affect the cost, schedule, scope, and performance of a project.
- Project management will not have visibility to the current status of the project, the effects of schedule delays, and the critical path.

Recommendation
- Revise the project schedule to incorporate the completion of blueprint activities. Develop a project schedule that is a realistic depiction of the key activities that must be executed in subsequent phases.
- Consider the use of Microsoft Project to maintain the project schedule.

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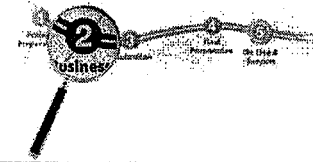
- Establish a project schedule that covers the key milestones for the entire project. Include predecessor and successor relationships to facilitate what-if analysis of potential date changes. The project schedule should also reflect the critical path.

Finding Risk Level   High

Address-By Date   Before realization
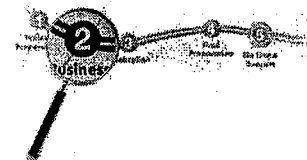
Integration Management

Finding

- The blueprint lacked business process integration. During the Review, some integration topics were discussed for the first time among the teams. The establishment of the FM derivation strategy is a good example of the need for an integration session with CO, FI, HR, PS, FM, and GM.
- A review of the blueprint project schedules for finance and HR did not include any integration workshops. Further, interviews with the teams also highlighted that integration workshops did not occur.

Potential Impact

- No end-to-end business process integration will be achieved.
- Potential for business process redesign late in the realization phase as a result of failed integration testing scenarios, which will negatively affect on-time and successful completion of the realization phase.

Recommendation

- Schedule integration workshops and document integration decisions within the blueprint.
- Secure an integration manager with experience in implementing SAP software at state and local governments who has previously served as an integration manager. That is the ideal candidate. If the ideal candidate is unavailable, at a minimum, secure a resource with cross-functional experience in SAP software who has strong leadership skills. The integration manager must be full-time and dedicated to integrating both the functional and technical aspects of business processes.
- In alignment with the current project organization structure, the integration manager should report to the PMO. If the project organization structure is changed where the team leads and the PMO report

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directly to the project manager, the integration manager should report to the project manager. It is important that the integration manager reporting structure facilitates direct communication to the project manager on status and issues.
- Business process integration will be confirmed and fine-tuned in the realization phase. As a result, plan cycle (scenario) testing to highlight potential integration issues before the execution of integration testing.

Finding Risk Level   High

Address-By Date   Before realization
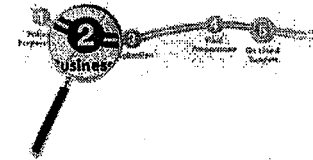
Issue Management

Finding
- There is a lack of adherence to an issue management process. There is an issue management process outlined in the SOW. However, the team does not appear to follow an issue management process and could not recall the process.
- Issues are logged in the APSE repository, but are not reviewed by project management. To get feedback and guidance on issues, the team attempts to e-mail project management or catch staff in the hallway. Issues are not managed by the PMO or given priority for tracking, monitoring, and resolution.

Potential Impact   Unresolved issues will negatively affect the cost, scope, schedule, and performance of the project.

Recommendation
- Review and improve the issue management process in the SOW. Consider PMO establishment of initial issue assignment and policy and change determination.
- Consider PMO assignment of issues to the appropriate team lead, who then assigns the issues within the team where applicable.
- Integrate the escalation process within issue management to show the path for issue escalation.
- Issues raised above the project management level should include appropriate supporting documentation that outlines the pros and cons; potential cost, schedule, and resource impacts; and the

recommended course of action. That will facilitate quicker and more effective decisions by CoSD leadership.
- Project management should review all issues denoted as critical, high, and medium with team leads weekly.
- Review the project definitions for issue priority to ensure that the team is clear on the assignment and the differences among priorities.

Finding Risk Level   High

Address-By Date   Before realization

Project-Team Communication

Finding
- The project does not appear to be following a communication plan that outlines approaches to provide and receive communication to and from OneSD and CoSD. The communication plan was unavailable for review.
- Project management does not effectively communicate with the project team. The teams expressed their concern with the lack of communication with project management. The lack of communication was seen on the first day of the Review. Team members communicated that they were told about the review by e-mail at 4:00 p.m. on the previous day, and some learned about the Review on its first day. Team members were not informed that project documentation had been requested two weeks before the review.
- The PMO does not meet regularly with the team leads. The PMO and team lead meetings were described as one-way exchanges that do not review current status, upcoming milestones, or issues.

Potential Impact   Ineffective communication could result in missed deadlines and miscommunication on the project.

Recommendation
- Schedule weekly team-lead meetings. Try to target a set day of the week to keep a regular meeting schedule. Ensure that a weekly meeting occurs even if the day of the week has to shift periodically to accommodate other ad hoc meetings.
- Review the following by team: current status of

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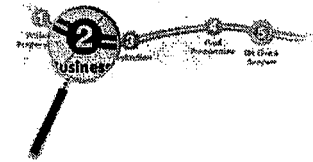
milestones, deliverables, work products due, upcoming milestones (2–3 weeks out), and the status of open issues.
- Review the existing communication plan and refine it in accordance with the change management plan. Confirm the approaches taken to facilitate internal and external communication on the status of the project.

Finding Risk Level   Medium

Address-By Date   As soon as possible

Risk Management

Finding
- Risks do not appear to be managed on OneSD. There is an outline of a risk management process within the project charter. However, this process is not being followed.
- The Review noted that the risk register was created three weeks before the Review. The risk register was not available for review.

Potential Impact   Risks that are not managed and have no mitigation strategies will jeopardize successful completion of the project.

Recommendation
- Follow the risk management process outlined in the project charter. Review risks at least once a month.
- Consider establishing a risk management board.

Finding Risk Level   Medium

Address-By Date   Before realization

Change Management

Change Management

Finding
- Change impacts were not included in the blueprint. The change impact analysis was being developed at the time of the Review. The lack of blueprint detail will affect the completeness of the impact analysis.
- The CoSD change lead and project management were concerned about the lack of change identification to date and were unclear of the plan to

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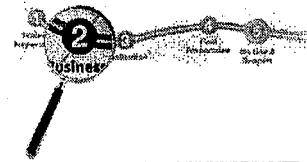
identify and address change within the CoSD. A high-level overview of the change management schedule showed change management tasks that would occur. However, the sequence of tasks, resource requirements, and durations were not finalized. A set number of change-impact analysis workshops were identified, for example. But the duration, time of execution, and participation from the project team and CoSD differed from what the project schedule outlined. Further, the approach for gathering feedback and sharing it with project management and the executive steering committee had not been discussed with the CoSD change lead and project management to get their feedback on the approach based on the culture within CoSD.
- The tools and processes that will be used to identify policy changes were unclear.

Potential Impact
- Insufficient time might be available to identify and enact required policy changes.
- EUT documentation might not include translations of key processes that are significantly different.
- CoSD resources outside of OneSD might resist the change unless they are included in the change process.

Recommendation
- Conduct a walkthrough of the change management schedule with the CoSD change lead to get buy-in on the plan for the future. Discuss roles and responsibilities to clarify expectations. Then review the change management schedule with project management. Communicate the vision and work done to date. It is important to obtain approval of the approach for engaging in change initiatives external to the project team. Concerns are often raised from change initiatives outside the change team and are escalated to project management and the steering committee. Engaging project management early on helps to prepare its for any perceived areas of concern.
- Consider engaging a change management resource with experience in implementing SAP software for state and local governments. Change management is a challenge within a municipality where different departments that have often functioned autonomously will share a single system and the use
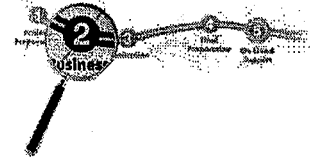
the same business processes. RWD is a strategic alliance partner of SAP and has a significant amount of experience with state and local governments.

Finding Risk Level	Medium
Address-By Date	During realization

End-User Training

End-User Training (EUT)

Finding	▪ The EUT training plan was well organized and has sufficient content. The EUT lead has state and local government experience with SAP software and has leveraged previous municipality training material to jumpstart work products and deliverables. ▪ The level of detail within the blueprint is insufficient to complete some of the end user training work products. As a result, the EUT lead has delayed the start date for new training team members until the workload justifies bringing them onboard.
Potential Impact	EUT material might not be ready in time to support EUT.
Recommendation	▪ Continue to leverage existing municipality training material to jumpstart the development of work products and deliverables. ▪ Revise the EUT plan in accordance with the project schedule upon completion of the blueprint.
Finding Risk Level	High
Address-By Date	Before realization

Project-Team Training

Project-Team Training

Finding	The project-team training plan appeared to be adequate in most areas, but could use more courses on system management and administration. However, minimal training courses have been completed to date (six). An SAP Education account manager is working on an updated project-team training plan.

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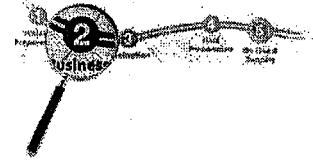
Potential Impact	▪ SMEs will not have an understanding of SAP concepts and business processes. Bringing SMEs up to speed on SAP software will take longer without exposure to applicable SAP training courses. ▪ SMEs will not have the knowledge required to support the project effectively.
Recommendation	▪ Secure a project-team training plan. CoSD SMEs should take an ASAP course to get an overview of the methodology including key activities and deliverables. ▪ Consider onsite SAP training as a means of training SMEs sooner.
Finding Risk Level	Medium
Address-By Date	Early in realization

Technical Project Management

System Landscape

Finding	The team appears to have a sound system landscape approach. The project is planning a five-system landscape to support sandbox, development, quality assurance, training, and production. The technical project manager has SAP and project management experience. Technical project management practices in place for system management and administration were discussed at a high level and they appeared to be appropriate.
Potential Impact	The system landscape is the lifeline of an SAP system. An inadequate landscape, inexperienced leadership, and lack of standard system management and administration practices will negatively affect the development of the CoSD solution.
Recommendation	▪ Continue with the current system landscape approach. ▪ Plan for recommended SAP services during the realization and final preparation phases, such as the SAP EarlyWatch Check service and the SAP Technical Integration Check service. ▪ Consider engaging a consultant with expertise in SAP Solution Manager for one workshop on the use

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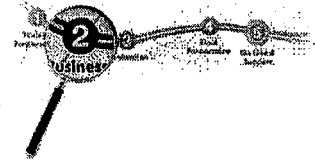
of SAP Solution Manager within an SAP implementation. Revisit the use of SAP Solution Manager to support subsequent phases of the project.

Finding Risk Level	None
Address-By Date	None

Technical Project Management Practices

Finding	The technical project manager appeared to have very good project management practices in place. Weekly meetings are scheduled with the technical team. The technical project schedule is reviewed with the team to view the status of current and upcoming milestones. The project schedule is updated and distributed to the technical team regularly. The technical project manager had a firm grasp of the technical aspects of an SAP implementation.
Potential Impact	Sound technical project management practices will ensure that the technical components are ready.
Recommendation	None
Finding Risk Level	None
Address-By Date	None

Business Intelligence (BI)

Synchronization Between OneSD and BI Projects

Finding	▪ The CoSD BI project is proceeding with a fixed-price, four-month duration (three months remaining), but OneSD was in the final days of blueprint signoff at the time of the Review. ▪ The CoSD uses Business Objects for its existing data warehouse. In December 2007, SAP acquired Business Objects. As a result, the CoSD began reassessing the decision to use SAP NetWeaver BI and questioned if it were possible to implement Business Objects while maintaining the current four-month timeline. ▪ Note: A high-level review of the BI project

A - 124
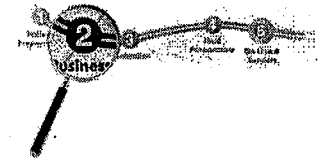
implementation strategy was assessed, since there was BI expertise on the Review team. However, no BI design review was conducted because BI was not in scope for the Review.

Potential Impact

- The data warehouse application might not be designed to incorporate reports to support OneSD to-be processes that are not yet defined. That will result in missing reports at go-live. At the current rate, the BI project will be complete and concluded before OneSD project.
- Typically, a BI project trails the ERP project by several months to ensure ERP configuration is in place (data sources for BI) and requirements are known prior to building the BI solutions. Building the BI solution without completing the prerequisite ERP work might result in rework or missed requirements.

Recommendation

- Consider changing the timeline of the BI project to facilitate go-live two to three months after the OneSD go-live.
- Review the OneSD and BI project schedules to synchronize the tasks so that prerequisite business processes are complete in OneSD before the BI project begins development.
- Continue defining new reporting requirements rather than implementing existing reporting requirements.

Finding Risk Level High

Address-By Date Early in realization

Missing SAP NetWeaver BI and Business Objects Integration

Finding

- Business Objects must to be pulled into the scope of the BI project. SAP NetWeaver BI must provide the back-end data extractions and schemas. The new SAP strategy is to use Business Objects as the front-end reporting tool. Many questions on the integration of these products exist. The project team needs SAP guidance on how best to align SAP NetWeaver BI and Business Objects.

Potential Impact

- If the project decides to use the SAP NetWeaver BI tools, there is a strong probability of an organizational change management impacts. CoSD

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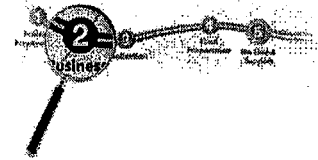
employees who are accustomed to using Business Objects as their preferred front-end will be resistant to adopt the new solution.

- If a retrofit of Business Objects into SAP NetWeaver BI is attempted, there might be performance problems and missed requirements.

Recommendation

- Engage SAP to assist with integration issues, strategy, and use cases for the two products. Include Business Objects as the front-end for the design of the CoSD BI solutions.
- Analyze the Business Objects products and determine the appropriate time to use them (Crystal Reports against operational data store, InfoCube, BusinessObjects Web Intelligence, and so on).
- Continue the use of prototypes. Prototypes serve as a good means to address change management concerns and educate end users.
- Consider the use of SAP NetWeaver Business Intelligence Accelerator software to address potential integration and performance issues.
- Consider engaging experienced Business Objects resources from CoSD and DPC on the BI project.

Finding Risk Level   High

Address-By Date   Beginning of realization

A - 126

Appendix I: Persons Contacted

Financials		
Name	**Organization**	**Area of Specialty**
John Aschmann	Axon	Financials
Scott Clark	City of San Diego	General Ledger
David Epstein	Axon	Accounts Receivable
Christine Boulton-Hunyadi	City of San Diego	Accounts Receivable
John Aschmann	Axon	Accounts Payable – in Jonathan Best's absence
Cecilia San Pedro	City of San Diego	AP and AR
Elena Perez	City of San Diego	Project Manager and AP Manager

| Funds Management (FM) and Financial Integration		
Name	**Organization**	**Area of Specialty**
Jacqueline Willoughby	SAP FM Consultant	Funds Management
Arlo Magpantay	City of San Diego	Funds Management
Ed Wochaski	City of San Diego	Financials Team Lead
Carole O'Hanlon	City of San Diego	Grant Management
Hwee Yeo	Axon	Grants Management
Patrick Kellener	City of San Diego	Material Management
Larry Kelley	SAP	Financials
John Ascmann	Axon	Financials
Scott Clark	City of San Diego	General Ledger
Carlos Hernandez	Axon	Controlling
Ed Nash	City of San Diego	Controlling
James Vengalil	SAP	Project System
Andres Deza	Axon	Project System
Kevin Hutchinson	Axon	Project System
John Fast	SAP	Materials Management
Amber Ashley	City of San Diego	Project System and Fixed Assets
Ray Mungara	Axon	Logistics Team Lead
Richard Mah	Axon	Fixed Assets

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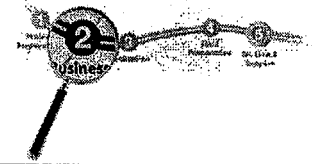
Materials Management		
Name	Organization	Area of Specialty
Patrick Lekkeher	City of San Diego	MM Team Lead
Raj Mungara	Axon	Logistics Lead
Steve Fragoso	City of San Diego	Inventory

Grants Management		
Name	Organization	Area of Specialty
Hwee Yeo	Axon	Grants Management
Carole O'Hanlon	City of San Diego	Grants Management
Ed Wochaski	City of San Diego	Financials Team Lead

Project System		
Name	Organization	Area of Specialty
Amber Ashley	City of San Diego	Project System
Kevin Hutchinson	Axon	PS Consultant
Andres Deza	Axon	PS Consultant
Richard Mah	Axon	AM Consultant
Carlos Hernandez	Axon	CO Consultant
Ed Nash	City of San Diego	Controlling

Human Resources – Time Management (TM)		
Name	Organization	Area of Specialty
Antti Kesti	Axon	Time Management
Dan Hollingsworth	Axon	Payroll
Michelle Lawrence	City of San Diego	Payroll
Alena Domingez	City of San Diego	Payroll

Human Resources – Payroll		
Name	Organization	Area of Specialty
Antti Kesti	AXON	Time Management
Dan Hollingsworth	AXON	Payroll
Michelle Lawrence	City of San Diego	Payroll Manager
Alena Domingez	City of San Diego	Payroll and Time
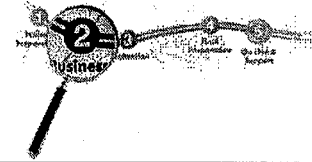
Human Resources – Personnel Administration (PA) and Organizational Management (OM)

Name	Organization	Area of Specialty
Patricia Nunez	City of San Diego HCM lead	HR Personnel
Beth Monillas	City of San Diego benefits lead	Benefits
Debbie Coleman	City of San Diego	Personnel
Rob Levy	Axon	HR Lead
Michelle Lawrence	City of San Diego	Personnel
Dan Hollingsworth	City of San Diego	Personnel
Antti Kesti	City of San Diego	Time Management
Joan Knabel	City of San Diego	Personnel
Darby Tepera	Axon	Conversion
Allan Joy	Axon	Benefit Lead

Project Review

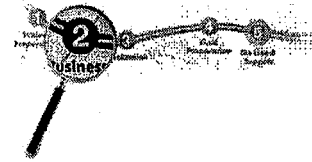| Name	Organization	Area of Specialty
Gregory Levin	City of San Diego	City Comptroller
Elena Perez	City of San Diego	Project Manager
Jon Cunningham	Axon	Change Management
Danell Scarborough	City of San Diego	Change Management
Maria Myers	RWD	Training Lead
Paul Morris	City of San Diego	Training Lead
Michael Guay	City of San Diego	Project Management
Jeff Cabuhat	SDDPC	Technical Architect
Bob Jenkins	SDDPC	Data Migration
Partha Chatteree	Axon	Technical Team Lead
Vikas Pathak	SDDPC	Technical Project Management
Stephen Srivastava	Axon	Project Management
Mary Lewis	Axon	Chief Financial Officer
Nader Tirandazi	City of San Diego	Director of Financial Management
Patrick Kelleher	City of San Diego	MM Lead
Dash Ranjan	Axon	Business Intelligence
Hadi Dehghani	City of San Diego	Personnel Director
Tom Fleming	SDDPC	Chief Executive Officer
Ed Wochaski	City of San Diego	Finance Lead
Rob Levy	Axon	HCM Lead
Jim Milling	Axon	Project Management
Michelle Lawrence	City of San Diego	Payroll
Beth Monillas	City of San Diego	Benefits Lead
Amber Ashley	City of San Diego	Project Systems
Patricia Nunez	City of San Diego	HCM Lead

A - 129

Design Review

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Project Review		
Name	Organization	Area of Specialty
John Bardwell	Axon	Benefits Analysis
John Aschmann	Axon	FI/CO Lead

A - 130

Appendix II: Documents Reviewed

Financials	Source
GL	
P-GL027_Chart_of_Accounts_v1.0.doc	City of San Diego
T-GL027-Chart%20of%20Accounts_v1.0.pdf	City of San Diego
P-GL028_Journal_Entries_v1.0.doc	City of San Diego
D-GL028-Journal_Entries_v1.0.pdf	City of San Diego
P-GL029_Document_Splitting_v1.0.doc	City of San Diego
D-GL029-Document_Splitting_v1.0.pdf	City of San Diego
P-GL030_Open_Item_Management_v1.0.doc	City of San Diego
D-GL030-Open_Item_Management_v1.0.pdf	City of San Diego
P-GL031_Fiscal_Year_Posting_Periods_v1.0.doc	City of San Diego
P-GL032_Closing_v1.0.doc	City of San Diego
P-GL055_Manage_Financial_Statements_v1.0.doc	City of San Diego
D-GL055-CAFR_Preparation_Process_v1.0.pdf	City of San Diego
AP	
FI-03 AP Core Processing -Reporting.doc	City of San Diego
P-AP008-Employee Expenses.doc	City of San Diego
D-AP008-Employee%20Expenses.pdf	City of San Diego
P-AP026-Master_Data_Blueprint_v1.0.doc	City of San Diego
P-AP033-Manage_Vendor_v1.0.doc	City of San Diego
D-AP033-Manage_Vendor_v1.0.pdf	City of San Diego
P-AP034-Invoice_Processing_v1.1.doc	City of San Diego
D-AP034-Invoice_Processing_v1.0.pdf	City of San Diego
P-AP035-Outgoing_Payment_v1.1.doc	City of San Diego
D-AP035-Outgoing_Payment_v1.0.pdf	City of San Diego
P-AP037-Tax_Reporting_v1.0.doc	City of San Diego
D-AP037-Tax_Reporting_v1.0.pdf	City of San Diego
P-AP038-Month_and_Year_End_Procesing_v1.0.doc	City of San Diego
P-AP083-Credit_Memo_v1.0.doc	City of San Diego
D-AP083-Credit_Memo_v1.0.pdf	City of San Diego
P-AP104-Reversals_&_Corrections_v1.0.doc	City of San Diego
D-AP104-Reversals_&_Corrections_v1.0.pdf	City of San Diego
AR	
OneSD_AR_Core_Reporting Process.doc	City of San Diego
P-AR004-Customer Master Data_v1.2.doc	City of San Diego
P-AR039-Manage Customer_v1.2.doc	City of San Diego
D-AR039-Manage%20Customer.pdf	City of San Diego
P-AR040-Invoice Processing_v1.2.doc	City of San Diego
D-AR040-AR%20Invoice%20Process.pdf	City of San Diego

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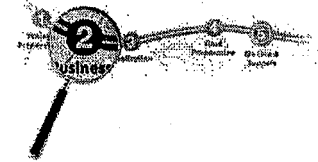
Financials	Source
D-AR040-AR%20Invoice%20Process.pdf	City of San Diego
P-AR042-Open Item Management.doc	City of San Diego
D-AR042-Open%20Item%20Management.pdf	City of San Diego

Funds Management	Source
P-FM067 – Fund Management Master Data_v1.0.doc	City of San Diego
P-FM068 – Budget Execution_v1.0.doc	City of San Diego
P-FM071 – Budget Availability Control_v1.0.doc	City of San Diego
P-FM074 – Specific Postings_v1.1.doc	City of San Diego
P-FM075 – Year End Processing_v1.0.doc	City of San Diego
D-FM068A – FM Budget Execution Original Budget Load	City of San Diego
D-FM068B – FM Budget Execution Normal Transfer	City of San Diego
D-FM068C – FM Budget Execution Council Action Transfer	City of San Diego
D-FM074A – FM Specific Postings Auditors Certificate	City of San Diego
D-FM074B – FM Specific Postings Departmental Encumbrance	City of San Diego
D-FM068C – FM Specific Postings Financial Management Impound	City of San Diego
D-FM068D – FM Specific Postings Dept. Budget Impound	City of San Diego

| Materials Management	Source
D-PR020 – Process Flow Purchase Requisition v1 0.pdf	APSE
D-PR022 – Process Flow RFQ v1 0.pdf	APSE
D-PR023 – Process Flow Purchasing Contracts v1 0.pdf	APSE
D-PR024 – Process Flow Purchase Order v1 0.pdf	APSE
D-PR025-Process Flow Construction Contracts_v 1.0.pdf	APSE
P-IM017_Business_Blueprint_Inventory Process_v 1.0.doc	APSE
P-IM018_Business_Blueprint_Receiving_v 1.0.doc	APSE
P-IM077_Business_Blueprint_Physical Inventory Process_v1.0.doc	APSE
P-PR020_Business_Blueprint_Purchase_Requisition_v 1.0.doc	APSE
P-PR022_Business_Blueprint_RFQ_v 1.0.doc	APSE
P-PR023_Business_Blueprint_Purchasing_Contracts_v 1.0.doc	APSE
P-PR024_Business_Blueprint_Purchase_Order_v 1.0.doc	APSE
P-PR025_Business_Blueprint_Construction_Contracts_v 1.0.doc	APSE
City of San Diego Project Charter v1.1	APSE
City of San Diego - Requirements	APSE

A - 132
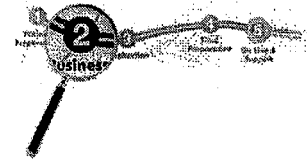
Grants Management	Source
P-GM060-Grants Application and Approval_v1.0.doc	City of San Diego
P-GM061-Budget Creation and Maintenance_v1.0.doc	City of San Diego
P-GM062-Grants Pre Award Spending_v1.0.doc	City of San Diego
P-GM063-Grant Periodic Processing_v1.0.doc	City of San Diego
P-GM064-Grant Award_v1.0.doc	City of San Diego
P-GM065-Grant Master Data Business Blueprint_v1.0.doc	City of San Diego
P-GM064-Grant Close Out_v1.0.doc	City of San Diego
D-GM060-Grant Application and Approval Process Flow_v1.0.pdf	City of San Diego
D-GM060-Grant Award Process Flow_v1.0.pdf	City of San Diego

Project System	Source
P-PS010 - Master Data_v1.0.doc	City of San Diego
P-PS011 - Selection and Approval_v1.1.doc	City of San Diego
P-PS012 - Project Set-up and Initiation_v1.1.doc	City of San Diego
P-PS012 - Project Set-up and Initiation_v1.1.doc	City of San Diego
P-PS013 - Project Execution_v1.1.doc	City of San Diego
P-PS014 - Project Month-End Processing_v1.1.doc	City of San Diego
P-PS015 - Project Close-Out_v1.0.doc	City of San Diego
P-PS110 - RDA Project Lifecycle_v1.1.doc	City of San Diego
Project Organization Chart - OneSD Updated.vsd	City of San Diego
SDDPC ERP Plan v12.mpp	City of San Diego
SDDPC_Axon Statement of Work Final Part 1_9-28-07.pdf	City of San Diego
SDDPC_Axon Statement of Work Final Part 2_9-28-07.pdf	City of San Diego
Steering CommitteeMeeting v-31208a.ppt	City of San Diego
Steering CommitteeMeeting v-042408_FINAL.ppt	City of San Diego
D-PS010%20-%20Standard%20WBS%20Structure_v1.0.pdf	City of San Diego
D-PS011%20-%20Selection%20and%20Approval_v1.0.pdf	City of San Diego
D-PS012%20-%20Project%20Set-up%20and%20Initiation_v1.0.pdf	City of San Diego
D-PS013%20-%20Project%20Execution_v1.0.pdf	City of San Diego
D-PS014%20-%20Project%20Month%20End%20Processing_v1.0.pdf	City of San Diego
D-PS015%20-%20Project%20Close-out_v1.0.pdf	City of San Diego
D-PS110%20-%20RDA%20Project%20Lifecycle_v1.0.pdf	City of San Diego
Financial Workshops_V08.mpp	City of San Diego
APSE Issues 2008-0515.xls	City of San Diego
City of San Diego - Requirements.xls	City of San Diego
City of San Diego Project Charter v1.1.doc	City of San Diego
CMPlan_v8.mpp	City of San Diego
COSD Draft Plan V1.chk.mpp	City of San Diego
CoSD Landscape Design.doc	City of San Diego

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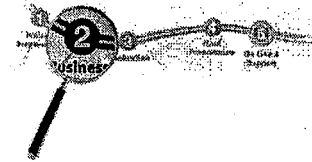
Project System	Source
CoSD Technical Workplan DRAFT v1.4.mpp	City of San Diego

Human Resources – Time Management (TM)	Source
Integrated Leave Management and Return-to-Work Programs	City of San Diego
Time Evaluation	City of San Diego
Time Management Time Entry and Approval	City of San Diego
ESS – MSS Business Blueprint	City of San Diego

Human Resources – Personnel Administration (PA) and Organizational Management (OM)	Source
Blueprint Documentation	Axon Web site
Project Plan	Axon Web site
Proposed Personnel Area Spreadsheet	Axon Web site
City of San Diego Requirements Matrix	Axon Web site

Project Review	Source
Project charter.zip	APSE
Project plans.zip	APSE
APSE Issues 2008-0521.xls	Michael Guay
OneSD Requested Training List 2008-0306.xls	Michael Guay
OneSD Axon SOW.zip	Michael Guay
Org.ppt	Michael Guay
Tech Landscape Summary-OneSD w Pictures r4.ppt	APSE
SAP Training Expense Summary	Michael Guay
Custom object inventory 20080516.xls	Michael Guay
Project Organization Chart – OneSD Updated.vsd	Michael Guay

A - 134
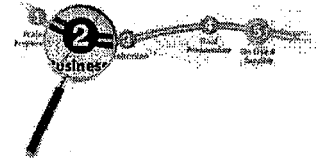
Appendix III: Consultants

Name	Area of Specialty	Phone Number
Randy Dingler	Payroll	+ 1 972 443-3239
John Fast	Materials Management	+1 310 279-8961
Tamara Hillary	Funds Management and Grants Management	+ 1 916 708-7776
Larry Kelley	Financials	+1 214 763-8929
Lynne Ketchie	Business Intelligence	+1 619 315-1100
Sahithithi Kode	Time Management	+ 1 702 610-3281
Mia Snyder	Project Review	+1 202 312-3663
Cheryl Teel	Personnel Administration (PA) and Personnel Development (PD)	+1 901 233-3573
James J. Vengalil	Project System	+1 281 236-0974